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DD/S&T-1841-69

MEMORANDUM FOR: Executive Director-Comptroller
SUBJECT: Inspector General's Survey of the
Office of ELINT

1. Attached are my responses to recommendations of the Inspector General's Survey of the Office of ELINT (OEL). I have not commented on recommendation No. 1 which is addressed to the DD/P.
2. The survey and report have been helpful in assessing the status of our ELINT activities and organization. Several actions have been or are being taken as a result of recommendations made.

[Redacted]

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Carl E. Duckett
Deputy Director
for
Science and Technology

Attachment:
Responses to Recommendations
of the IG Survey of OEL

Distribution:
Original & 1 - ExDir-Compt
2 - D/OEL
2 - DD/S&T Registry

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DRAFT:OEL/GCMiller [Redacted]
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FINAL:O/DD/S&T/ [Redacted] (8 May 69)

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Approved For Release 2002/07/10 : CIA-RDP72R00410R000200250011-8

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Recommendation No. 9a

That the Director of ELINT:

a. Abolish the position of Chief of Staff and have the position redesignated to accommodate an officer with no responsibility for supervision of staff elements.

Comment

Non-concur.

The Office of ELINT has a great diversity of responsibility within its mission and on any day research, development, operations, test, liaison, analysis, support or personnel problems may require action by the Director and/or Deputy Director. The above and related recommendations would increase from [redacted]

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[redacted] the number of individuals answerable directly to the Director and/or Deputy Director. While to a degree personal preference of the Director of ELINT may be involved, the increased span of control in such a varied situation does not appear to be good management policy.

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Further, the Director of ELINT believes that where problems have arisen they are not traceable to the "Staff Chief" organization but to isolated individual failures. [redacted]

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Recommendation No. 9b

That the Director of ELINT:

- b. Abolish the Plans and Programs Branch and transfer its logistics, finance and budget functions to a reconstituted Support Staff.

Comment

Concur.

See recommendation 9a., page 9, with the attachment.

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Recommendation No. 9c

That the Director of ELINT:

c. Reconstitute the Policy Guidance Branch as a Plans and Policy Staff with its chief reporting directly to the Director of ELINT.

Comment

Concur with reservation.

The Policy Guidance Branch under the new structure is planned to be reconstituted as the Policy and Programs Branch but will report to the Chief of Staff, OEL. See recommendation 9a., page 9, with the attachment.

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Recommendation No. 9d

That the Director of ELINT:

d. Reconstitute the Support Branch as a Support Staff with its chief reporting directly to the Director of ELINT.

Comment

Concur with reservation.

A Support Staff is planned to be organized within OEL, but its chief reports to the Chief of Staff. See recommendation 9a., page 9, with the attachment.

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Recommendation No. 9e

That the Director of ELINT:

- e. Transfer the vacated position of Chief, Plans and Programs Branch, to accommodate a senior Chief of Support.

Comment

Concur.

The Chief, Plans and Programs Branch, position was transferred to accommodate a senior Chief of Support.

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Recommendation No. 9f

That the Director of ELINT:

f. Request the Deputy Director of Support to nominate a qualified Support Services careerist to serve as Chief of Support.

Comment

Non-concur.

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[redacted] a GS-15 careerist, is being designated Chief of Support, OEL. [redacted] is thoroughly familiar with all aspects of OEL operations and has a broad knowledge of Agency operations and support activities. He maintains excellent relationships with the various components of the DD/S and in our opinion will function effectively in the Support role. Previously he has served as Chief of the Plans and Programs Branch, OEL, and D/OEL is fully confident of his ability to function in the Chief of Support role.

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The D/OEL has assured me, however, that he will carefully evaluate the over-all performance of the Support Staff over the next twelve months. In the event that it does not function effectively, we will reconsider the IG recommendation.

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Recommendation No. 9g

That the Director of ELINT:

g. Designate an officer as secretary to the Program Review Board.

Comment

Concur.

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[redacted] a senior OEL Staff officer, has been designated to serve as Secretary to the Program Review Board. He is now receiving training from the present Secretary, but already has demonstrated an ability to serve in this new capacity.

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Recommendation No. 10a

That the Director of ELINT:

- a. Solicit from each of his employees who is eligible to retire within the next decade a tentative statement of intention with respect to retirement.

Comment

Concur.

The D/OEL has directed the Chief of Staff to make arrangements for contacting all employees who are eligible to retire within the next decade and to solicit a tentative statement of their intent. All information obtained will be routed through my Personnel Officer to the Director of Personnel for whatever use he deems appropriate. Further, the D/OEL will use this information in assessing his manpower requirements and in establishing a core of young midcareer personnel who are capable of assuming the future OEL leadership.

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Recommendation No. 10b

That the Director of ELINT:

b. Periodically recanvass those approaching retirement eligibility to ensure that the data base is reasonably current.

Comment

Concur.

Once the master list of retirement intentions is established (as described in Recommendation No. 10a), the D/OEL has directed the Chief of Staff to periodically recanvass all personnel on the list to ensure that the data base is reasonably correct. Further, on a yearly basis new personnel eligible to retire within the coming decade will be similarly canvassed, and added to the list as appropriate.

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Recommendation No. 12

That the Director of ELINT, in planning future modifications of his staffing complement, take into account the apparent need to provide for individual advancement along purely technical lines.

Comment

Concur.

The D/OEL has directed the Chief of Staff to identify current and future positions within the office that should be evaluated along purely technical lines. Once he has developed the agreed upon list he will contact the Wage and Classification Division, Office of Personnel, and enter into discussions along the lines as recommended by the IG Report of Survey. I estimate that the D/OEL will complete the examination by 1 June 1969. After discussions are concluded with the Wage and Classification Division, I have asked the D/OEL to provide me a report of progress. I will forward a copy of this report to you, the IG and the Director of Personnel, and will include comments if they appear desirable and appropriate.

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Recommendation No. 13b

That the Director of ELINT:

b. Charge the Office of ELINT Career Service Panel with the responsibility for operating the mechanism for centrally administered assignments, subject to close scrutiny and final approval of all recommended actions by the Director of ELINT.

Comment

Concur.

The D/OEL will use the Career Service Panel (CSP) mechanism for the centrally administered assignments, subject to his final approval on all recommended actions. The CSP mechanism for all assignments will be employed regardless of the outcome of Recommendation 13a. This is not a change from present usage.

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Recommendation No. 13c

That the Director of ELINT:

c. Issue an Office of ELINT notice explaining the purpose and the mechanics of the system and ensure that the notice is read and understood by all R careerists subject to the jurisdiction of the Office of ELINT Career Service Panel.

Comment

Concur with reservation.

The OEL will issue a notice explaining the purposes and mechanics of the directed assignment system and mechanism if such a directed assignment system is adopted. Both in advance and after it is published, the D/OEL will ensure that all personnel are made aware of the assignment procedure, purpose and mechanism and will be prepared to provide or obtain answers to any questions posed by employees.

During the course of study on Recommendation 13a, all employees of OEL are being briefed in groups of approximately twenty on the present OEL CSP mechanics and procedures.

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Recommendation No. 14b

That the Director of ELINT:

b. Cause to be published periodically and distributed to employees summaries of Career Panel actions that are of general Office interest.

Comment

Concur.

The D/OEL is now investigating the publication of Career Service Panel action summaries that would be suitable for employee distribution. The first summary will be distributed to employees following the Panel meeting scheduled for 16 April 1969.